



Business Services Organisation Corporate Plan 2024 – 2027



<https://bso.hscni.net/>

INVESTORS IN PEOPLE[®]
We invest in people Silver



Foreword

Chair Julie Erskine and CEO Karen Bailey



This Corporate Plan sets out our priorities for the period 2024-2027.

Our three-year plan builds on our previous Corporate Plan which was extended due to the impact of the Covid-19 pandemic, and provides an excellent opportunity to re-focus, reassess and re-design the strategic direction for BSO.

For this Corporate Plan period we will focus our key priorities around three central core themes:

- **Our Customers**
- **Our People**
- **Innovation**

Our Corporate Objectives

We will:

1. **Build strategic partnerships with our customers to deliver high quality services, demonstrating value and effective ways of working,**
2. **Support and invest in our people, their potential and their contribution in ensuring BSO is a great place to work**
3. **Offer opportunities that continue to enable and support innovative improvements across HSC.**

Following Phase 1 of the BSO Review our new ELT (Executive Leadership Team) will implement these corporate objectives through their respective Directorate and Service Area Plans.

Delivering health and social care services has never been more challenging as we manage the changing needs of the population, increasing demand for services, challenges around workforce funding and efficiencies. We must ensure we make good decisions for our Customers, providing the best high-quality services which support innovative and efficient ways of working.



Looking ahead, this will require collaboration between BSO Service Areas, Customers and Stakeholders, sharing expertise across the entire HSC system, to ensure that high quality and efficient business services are provided, thus making the delivery of health and social care possible.

It is essential that we remain accountable for the money that we spend each year and that our processes are as efficient as possible.

We have a workforce of approximately 2000 people. Last year saw the launch of our BSO People Strategy, which is underpinned by our core HSC values. Our ambition, is to create a great place to work, a workplace where our staff are engaged, valued and work well together and that we invest in our people. Our strategy outlines what we will focus on to achieve the desired cultural change, supporting all transformation.

We have also launched our Customer Engagement Strategy which supports us working more closely with our customers to achieve successful outcomes for them through our service delivery.

Our new Communications Strategy is enabling us to promote the positive work we do, and help BSO staff and customers identify with BSO as an organisation that leads innovation across our health and social care system.

We look forward to sharing this journey with you.



CHIEF EXECUTIVE



CHAIR

About BSO

The Business Services Organisation (BSO) is a Non-Departmental Public body (ALB) which was established on 1 April 2009 to provide a wide range of business and specialist professional services to the wider Health and Social Care (HSC) environment.

The Business Services Organisation is governed by Statutory Instruments: HPSS (NI) Order 1972 (SI 1972/1265 NI14), the HPSS (NI) Order 1991 (SI 1991/194 NI1) and the Audit and Accountability (NI) Order 2003, the Health and Social Care (Reform) Act (Northern Ireland) 2009, the Health and Social Care (Amendment) Act (Northern Ireland) 2014 and the Health and Social Care Act (Northern Ireland) 2022.

BSO delivers services to 10 Arm's Length Bodies of the Department of Health and the Northern Ireland Fire and Rescue Service, as well as to the 6 HSC Trusts.



About BSO

BSO has twenty one service areas, hosted by five directorates. They are:



The Headquarters of the BSO is based at 2 Franklin Street, Belfast however BSO also delivers services from a number of other locations such as Armagh, Ballymena, Derry/Londonderry and Lisburn.

This Corporate Plan 2024-27 sets out the strategic direction for the next three years. It takes account of Department of Health (DoH) priorities, especially the 'Making Life Better' public health framework, the draft 'Programme for Government Framework, 2016-21, and the vision set out in 'Health and Wellbeing 2026: Delivering Together'.

The service areas are;

Regional Interpreting Service
 Legal Services (DLS)
 Procurement and Logistics Services (PaLS)
 Counter Fraud & Probity Services
 Family Practitioner Services (FPS)
 Clinical Education Centre (CEC)
 Leadership Centre
 Finance
 HSC Pensions Service
 Internal Audit Services
 Payroll, Shared Services
 Accounts Payable Shared Services

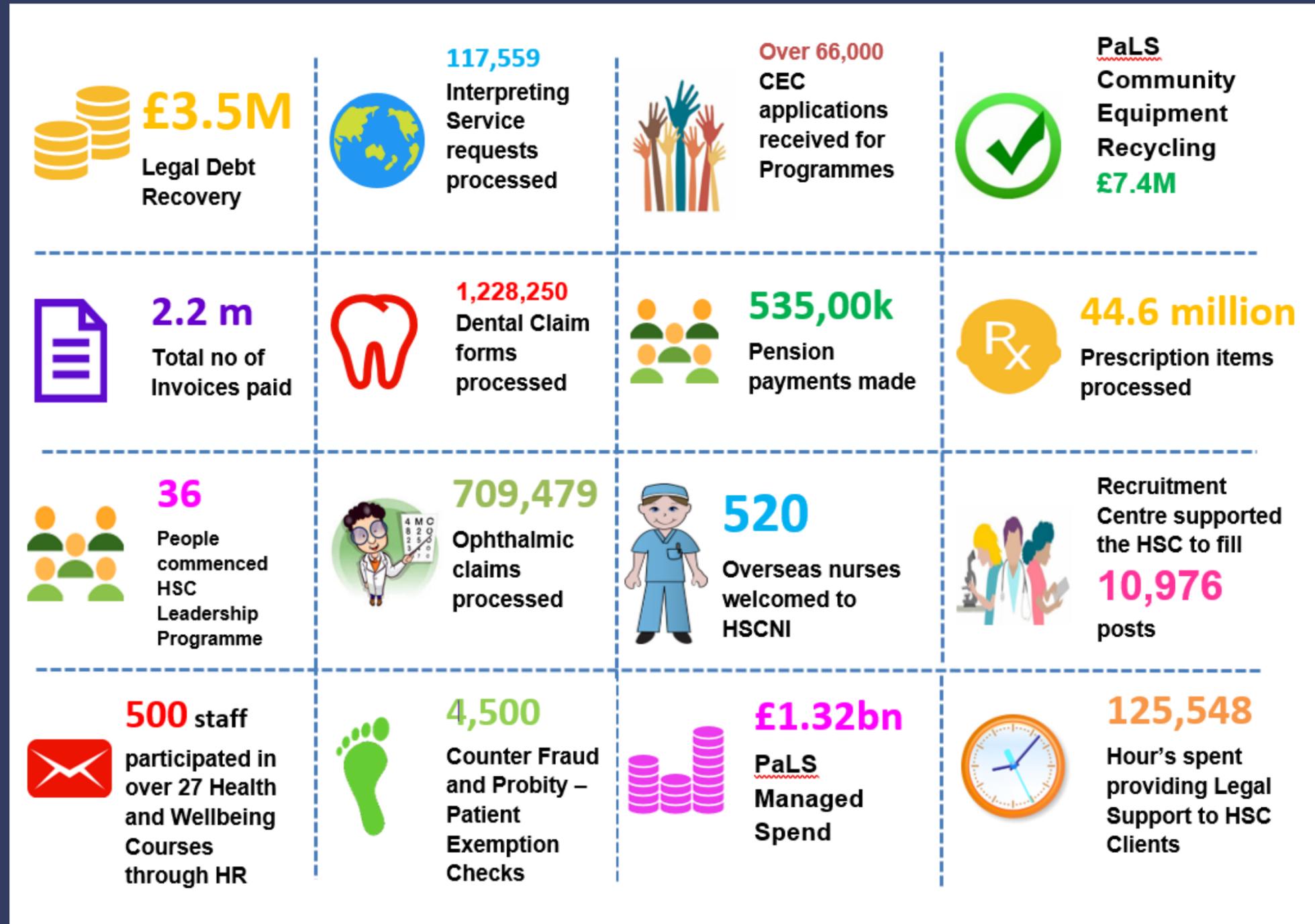
Accounts Receivable Shared Services
 Business Services Team
 Strategic Planning & Customer Engagement
 IT Shared Services
 Office for Research Ethics Committees NI (ORECNI)
 Corporate Services
 Human Resources
 Recruitment and Selection Shared Services
 Equality Unit

BSO are responsible for 18 programmes including;

- encompass programme
- equip programme
- evolve programme
- NIPIMS
- NIDIS
- NIPACS+

BSO At a Glance

2022/23 Statistics



BSO Strategic Review

The BSO Strategic review is guided by a five-year roadmap for change of how the HSC BSO delivers its services and how it functions. The BSO Strategic Review is a BSO Board initiative led by Chair, Julie Erskine as the SRO, with the Directorate of Strategic Planning and Customer Engagement leading on its implementation.

The BSO Chair initiated this Review following the appointment of the then interim Chief Executive in 2021, as she was cognisant of the significant growth within the organisation, and was keen to take stock to undertake a review of the BSO Operating Model. The aim of this BSO Strategic Review was to ensure BSO had an operating Model that was fit for purpose, met the needs of Customers, and specifically reviewed the current structure in place within BSO.



BSO Strategic Review

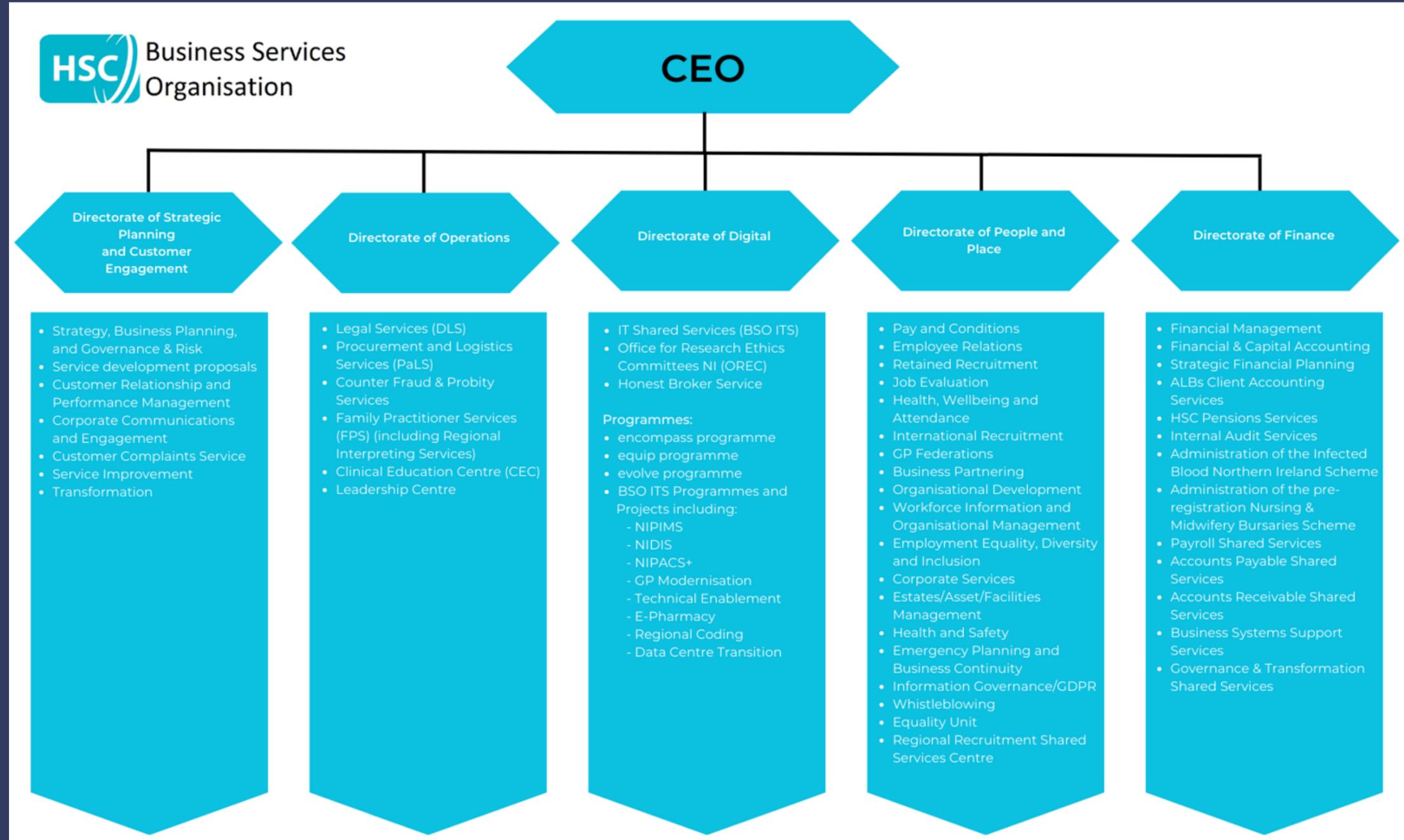
In the summer of 2022 a Programme Plan was initiated to implement the outworking's of the review. The review recommended a new organisational structure which is outlined below:

- Finance Directorate
- People and Place Directorate
- Strategic Planning and Customer Engagement Directorate
- Operations Directorate
- Digital Operations Directorate

The implementation of the BSO strategic review has so far seen the development of a Corporate Communications Strategy, People Strategy, Customer Engagement Strategy, with progress being made on a new Corporate Performance Management Framework, in addition to a review of our business planning processes.



BSO Org Chart



BSO Board Members



BSO Senior Management Team



BSO Vision and Values

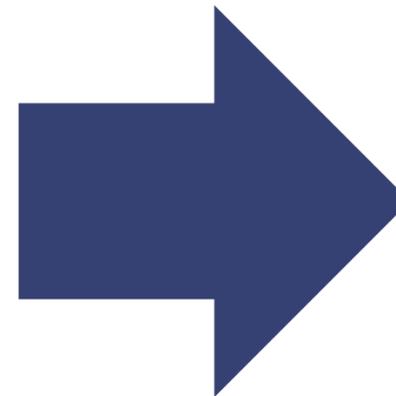
Our Vision:

“BSO – Making delivery of health and social care possible”

HEALTH AND SOCIAL CARE (HSC) VALUES

The HSC values are central to everything we do and are aligned to our Corporate Objectives listed below which ensure we deliver against our BSO vision:

- Working Together
- Excellence
- Openness & Honesty
- Compassion



BSO Focus

Our Corporate Objectives are divided into three core themes:

- 1. OUR CUSTOMERS**
- 2. OUR PEOPLE**
- 3. INNOVATION**



BSO Corporate Objectives

B Build strategic partnerships with our customers to deliver high quality services, demonstrating value and effective ways of working

Our Customers

S Support and invest in our people, their potential and their contribution in ensuring BSO is a great place to work

Our People

O Offer opportunities that continue to enable and support innovative improvements across HSC

Innovation

Corporate Objective 1



Build strategic partnerships with our customers to deliver high quality services, demonstrating value and effective ways of working

We will.....

- Involve our customers in key decisions that impact on service delivery and service improvement
- Improve reporting to Customers and key stakeholders through the implementation of revised KPIs adopting Quality Improvement (QI) and Outcomes Based Accountability (OBA) methodology
- Monitor the outcomes of our service provision and customer satisfaction through our engagement processes gathering feedback from our customers and keeping them informed of how this is used to drive service improvement
- Establish a commercial mindset through an effective costing model that demonstrates value for money

Corporate Objective 2



Support and invest in our people, their potential and their contribution in ensuring BSO is a great place to work

We will

- Attracting and retaining talent – becoming an employer of choice
- Looking after our Workforce- Development needs and Health & Wellbeing
- Modernising our approach and developing our organisation
- Growing our workforce capacity and capability to deliver BSO strategic ambition
- Developing a flexible workforce ready for future challenges
- Developing our Leadership capability at all levels to improve succession planning and growing our workforce from the inside
- Embed and create an excellent Culture where our Values are evident

Corporate Objective 3



Offer opportunities that continue to enable and support innovative improvements across HSC.

We will.....

- Continue to implement the outworking's of the BSO Strategic Review
- Use technology to improve our processes, use of data, providing meaningful data to our customers
- Implement a new Performance Management Framework enabling BSO to effectively measure and track performance
- Develop a culture that makes BSO an exciting place for innovation talent

How will we know if we achieve our corporate priorities and make a difference?

What does success look like?

We will measure
what we do



We will assess
the value we add



We will review
how well we do it





Business Services Organisation Corporate Plan 2024 – 2027

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This Corporate Plan is available in alternative formats upon requests. It is also available on the BSO website at <https://bso.hscni.net/>

